



**US Army Field Artillery
School and Fort Sill
Fort Sill, Oklahoma
17 September 2002**

Change Agent for Transformation

- **Get the message out that it isn't "...Business as Usual..."**
- **Raw edges and raw nerves**

GEN(Ret) Powell - Philosophy

- **“Avoid having your ego so close to your position that when your position falls, your ego goes with it.”**
- **“It ain’t as bad as you think. It will look better in the morning ...”**
- **“Don’t take counsel from your fears or Nay Sayers.”**

Historical Changes

- **DOES = Evaluation**
- **DOTD = Training**
- **DOES + DOTD = DTE minus TD**
- **DTE + Training Developments = WIDD**
- **WIDD: Divided into FDIC & QA**
- **QA stood up 1 Oct 2001**

Continuity In Spite of Change

- **Evaluation at Sill never went away**
 - **Affiliation = Accreditation**
 - **Internal Evaluations**
 - **Special Studies for Leadership**
- **Evaluation personnel never went away**

Integration of Title XIs

- **Title XIs expertise leveraged**
 - **1996: Converted 29/29 enlisted courses to TATs Courseware**
 - **1997: Began multimedia development of courses in support of Distributed Learning**

Addition of Evaluation Slots

- **1997 MG Ernst, DCST, authorized additional NCO Evaluators.**
- **Audit Trail shows where they went.**
 - **3 APG, Eustis**
 - **4 AVLOG, Leavenworth**
 - **5 Bliss, Huachuca**
 - **6 Gordon, Lee, McClellan**
 - **7 Benning, Music School, Rucker, Sill**
 - **8 Knox**

FA Evaluation Program

- **Technical and Educational Advisor to the Leadership**
- **Value added to Commandant's programs**
- **QA personnel strengths**
 - **Education (1750s)**
 - **Military experience (1712s & Green Suits)**
 - **ORSA (1515)**
 - **Previous evaluation/TD expertise**

QA Staff

- **Director**
- **Administrative Assistant**
- **1750 Instructional System Specialists**
- **1515 ORSA**
- **1712 Training Specialists**
- **Title XIs (1 Major and 4 Enlisted)**
- **Evaluation NCOs**

Matrix-Managed

- **Teams formed to complete an action**
- **Members all have different strengths**
- **Staff does not become stagnant**
- **Opportunity for all to succeed**
- **Chief today: member tomorrow**
- **Coop with training developers & instructors**

Workload

- **Self-Assessments**
 - **Captain Career Course**
 - **Basic Officer Leader Course**
 - **Warrant Officer Basic and Advanced**
 - **29 Enlisted Courses**
 - **10 Functional Courses**

Workload (Cont)

- **Accredit 7 TASS regions**
 - **Accreditation**
 - **Assistance visits**
 - **Work waivers and issues**
 - **Oversee Instructor Certification**

Workload (Cont)

- **Participate on teams**
 - **Job & task analyses**
 - **Media analyses and design**
 - **Product evaluations**
 - **POIs**
 - **Lesson Plans**
 - **Exams**
 - **Course Management Plans**

Workload (Cont)

- **Strategic Readiness System**
 - **Trained skilled soldiers, Marines & leaders**
 - **Surveys**
 - **Conferences**
- **Sound Business Practice: Standing up QAO**
- **Distributed Learning**
 - **Development**
 - **Delivery**

Relationship With Regions

- **Mutual respect**
- **Holistic approach to evaluation**
- **Help them help themselves**
- **No “show dogging”**

Qualities of a Team Chief

- **Fully trained**
- **People skills**
- **Understand regulations**
- **Evaluation against standards**
- **Can answer the 2nd question**
- **Can brief**
- **Can write a report at the GO level**


Role of The Team Chief

- **Director of the play**
- **Determines at the site**
 - **What to look at**
 - **Who will do it**
 - **To what extent**
- **Initial briefing/Out briefing**
- **IPRs**

Role of The Team Chief (Cont)

- **Mediate between team members and/or staff at the site**
- **Determines what to do as deficiencies are found**
 - **On-the-spot correction**
 - **Will the student benefit if something changes immediately?**
 - **Safety issues: reports to CDR immediately**

Team Chiefs

- **Region A:** Mr. Saul
- **Region B/C:** Mr. Woodham
- **Region D:** SFC Johnson Title XI 
- **Region E:** SFC Stephens Title XI
- **Region F:** Mr. Carr
- **Region G:** Mrs. Dorrell

Role of The Accreditation Chief

- **Plans for assistance & accreditation visits**
 - **Dates**
 - **Length of visit**
 - **Number & kind of personnel**
- **Avoids a “cookie cutter” approach**

Visits

- **Time spent on visits**
 - **Inactive duty training (IDT) 2X2**
 - **Annual training (AT) 3X3**
- **No need for the proponent team to camp**
- **Get in, get going, get out**

Role of BN Title XI

- **Constant assessment**
- **Talks to proponent often**
- **Review courseware**
- **Conduit for instructor certification**

Role of FA Proponent Title XIs

- **Develop TATS courseware**
- **Develop multimedia for TATS courseware**
- **Course managers**
 - **Cradle-to-grave look at courseware - does it fit the regions?**
- **Team Chiefs**
- **Support of job & task analyses groups**
- **Serve on board for instructor certification**
- **Organized and ran Title XI conferences**
- **Helped certify NG evaluators on teams**

Creative Visualization

- **It works.**

In Conclusion

- **Remain calm. Be kind.**
- **Have a Vision. Be demanding.**

